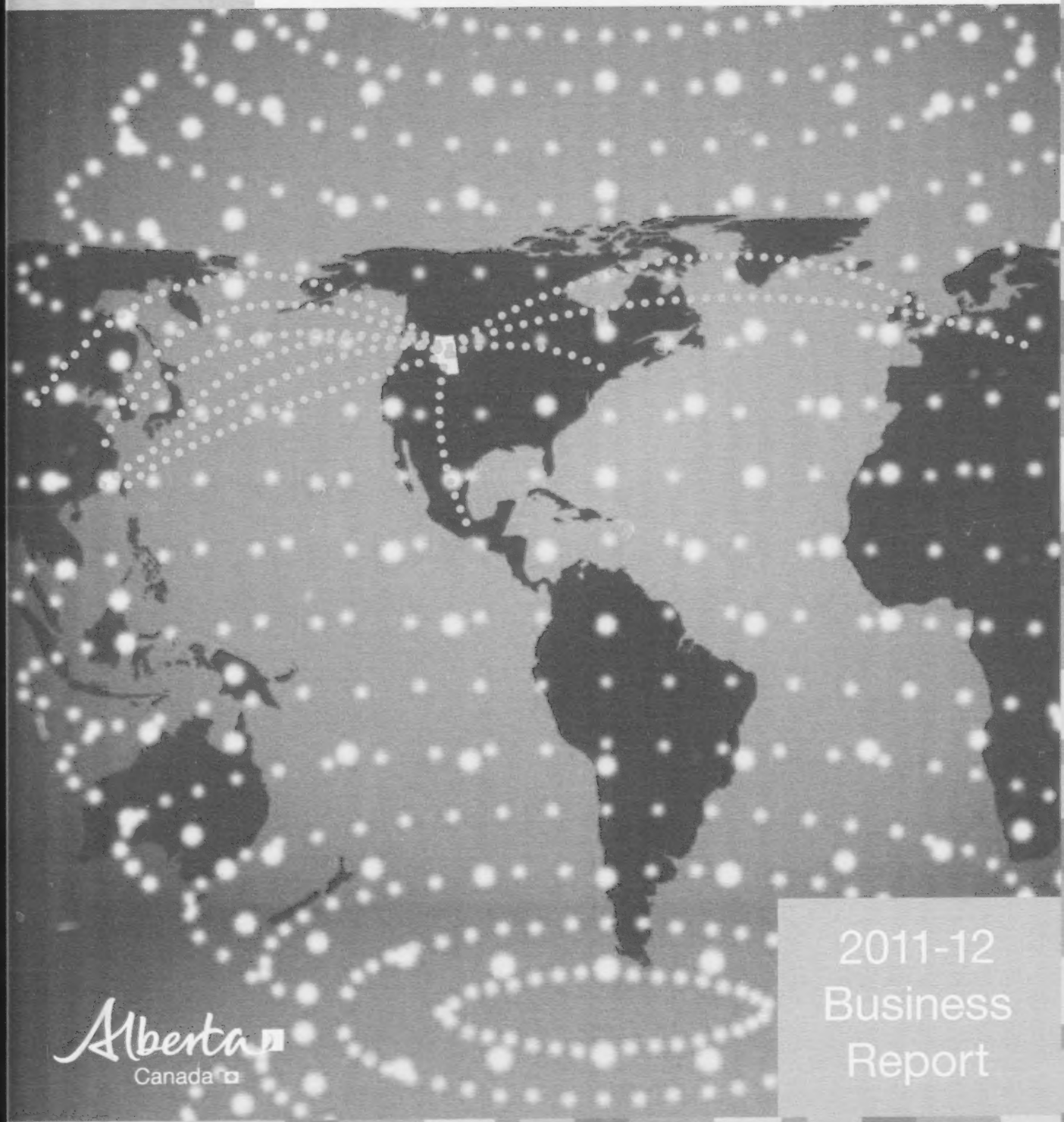
Alberta International Offices



2011-12 Business Report

Alberta
Canada

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Minister's Message

Cal Dallas, Minister of International and Intergovernmental Relations

The world's marketplace continues to become more globalized, with jurisdictions around the world ramping up efforts to keep pace with a fast-changing global economy. More than ever before, Alberta's success hinges on how committed we are in turning our sights outward, to the world stage - and the global economy.

Alberta's strong international presence, supported by the Government of Alberta's network of 10 international offices, reflects our dedication to ensuring we are well-positioned to benefit in the international marketplace. Our offices assist Alberta businesses in seeking new opportunities to link their products and services to new global markets as well as provide international businesses with information and intelligence to assist with their Alberta investment decisions.

Our international offices also play a key role in telling Alberta's story as a respected leader in areas that include responsible energy development and technological innovation. For example, our Alberta-UK Office gave Alberta a strong voice in discussions with the EU Parliament on their proposed Fuel Quality Directive. Staff provided on-the-ground support and engaged elected officials in a dialogue that included the facts about Alberta's oil sands and the province's commitment to responsible energy development. In addition, Alberta's Washington D.C. Office took on a similar role in the U.S. as decision-makers continue to debate whether or not to approve the expansion of the Keystone XL pipeline.

The international offices support our Premier's vision for Alberta; a vision that includes closer ties and expanded relations with Asia. Asia is our number one target for market expansion and investment attraction, offering unprecedented economic potential for Alberta. In the past five years, Alberta's exports to China have nearly doubled from $1.35 billion in 2007 to $2.6 billion in 2011, thanks in part to Alberta's ongoing efforts to engage in Asia. Our offices in Asia support our government's efforts in helping us to move forward in opening doors to these new opportunities.

Mexico also represents great cultural and economic opportunity for Alberta, and the Alberta Mexico Office continues to provide support to Alberta companies looking to establish themselves in the Mexico marketplace. This year saw the Mexico office help organize Alberta's involvement in the Imagine Canada Fair to promote Alberta education opportunities.

Alberta's international offices continue to be a vital link between our province and the world. This report highlights efforts undertaken by all of the staff in our international offices as they work hard to meet Alberta's needs as we move forward into the future.

If your business is interested in exploring opportunities abroad or is looking for information on foreign markets, I encourage you to contact one of our offices.

Sincerely,

Cal Dallas

Minister of International and Intergovernmental Relations

About Us

Alberta's 10 international offices promote Alberta's interests globally. The offices are located in Beijing, Hong Kong, London, Mexico City, Munich, Seoul, Shanghai, Taipei City, Tokyo and Washington, D.C. Each office works in partnership with their respective Canadian embassy and key local contacts to identify opportunities for Albertans in trade promotion, investment attraction, advocacy, and other priorities identified by the Government of Alberta such as immigration, education and culture.

The international offices report to the Ministry of International and Intergovernmental Relations. They develop annual work plans to deliver valuable programs and services focused on the opportunities and priorities within their target markets.

International Relations

Alberta's international offices help establish and strengthen formal relations with foreign governments and businesses that place a high value on government involvement and interest. The offices are also involved in coordinating international missions for the Premier, Cabinet Ministers and government MLAs to tell Alberta's story abroad and strengthen intergovernmental relations; and for Alberta organizations, associations and businesses interested in expanding or partnering with their counterparts around the world.

In partnership with Canadian embassies, the offices provide Alberta decision-makers with timely information and analysis of international, political and economic developments. They also assist in establishing partnerships for Alberta organizations and their international peers.

Trade and Investment

Promoting Alberta's international business interests is a priority for the Alberta international office network. They help Alberta businesses compete in the global marketplace and promote Alberta as a location for new and expanded investment by:

- Providing international market information and intelligence to export-ready Alberta companies;
- Showcasing Alberta's technologies, products and services;
- Facilitating networking events and programs, and providing contact introductions;
- Increasing awareness of Alberta internationally as a preferred location for investment;
- Promoting Alberta's industry capabilities and expertise to targeted companies in priority markets; and
- Developing and strengthening networks of investment intermediaries, partners and stakeholders both locally and internationally.

Part of the work of the international offices involves giving Alberta stakeholders the information they need to succeed abroad. This includes providing information on international markets, local customs and business practices while connecting them with local and regional contacts; all of which are necessary to ensure success in the global marketplace.

Advocacy

The offices are key delivery points for Alberta's story on responsible energy development and are actively engaged in disseminating information on Alberta's world-leading environmental standards and practices to a global audience. The offices work to keep international decision-makers in both the political and business sectors informed about Alberta as:

- A committed, secure, and reliable global energy supplier with the capacity to meet the world's growing energy needs; and
- An environmentally responsible energy developer of world-class energy resources.

Meeting Our Goals

Alberta has one of the strongest economies in the world, and our continued success is tied to our ability to market Alberta's goods, services and people globally while attracting investment to our province.

The international offices have a diverse set of reporting criteria linked to the Government of Alberta's international vision, the ministry's mandate and the international needs of Albertans. The offices are measured against a set of activity targets to ensure that resources and efforts are focused on relevant and cost-effective activities.

Performance measures include website usage, facilitation of business introductions, providing relevant market information, promoting Alberta and assisting Alberta companies at trade shows and exhibitions, and coordinating incoming and outgoing government and business missions.

The Ministry's annual report provides an overview of how the international offices contribute to the overall priorities and goals of International and Intergovernmental Relations. You can find the International and Intergovernmental Relations 2011-12 Annual Report at www.international.alberta.ca.

During fiscal 2012-13, Alberta International and Intergovernmental Relations will undertake a review of all of its performance measures, including those for the international offices. The review will develop a suite of performance measures that capture current goals and use the appropriate measures to ensure the international offices continue to deliver the results Albertans expect.

Performance Measures

Performance Measure[2]		2010-11 Actual[1]	2011-12 Target	2011-12 Actual[1]	2011-12 Achieved
Number of Visits to International Offices Websites [3]	1	210,211	26,074	29,882	115%
Local Market and Industry Intelligence Reports Generated	2	121	106	101	95%
Number of Meetings and Events Attended	3	2,619	2,500	3,305	132%
Number of Missions/Delegations to Alberta	4	131	103	111	108%
Number of Companies/Investors Participating in Missions/ Delegations to Alberta	5	345	263	330	125%
Number of Missions/Delegations to the Market	6	363	247	260	105%
Number of Alberta Companies Participating in Missions to the Market	7	718	407	641	136%
Number of Business Introductions	8	1,086	902	1,525	169%
Number of Seminars, Trade Shows and Events Sponsored/Hosted	9	175	121	195	161%
Number of Negotiations and Follow-up Meetings/Calls Generated (Investment and Trade)	10	243	173	277	160%

[1] Given its focus on advancing Alberta's policy interests in Washington, D.C., the Alberta Washington Office is not included under these performance measure results, which focus on trade promotion and investment attraction activities.

[2] Methodology for performance measures data collection: Data for number of hits to an international office website is gathered from Google Analytics reports. All other performance measures are tracked based on the activities of staff members and reported to head office on a monthly basis. There are no data limitations.

[3] The method for recording website hits was changed for fiscal 2011-12. Google Analytics is now being used to record the number of users visiting each site. Google Analytics eliminates hits from search engines and automated programs, providing a more accurate representation of actual visitors to the website.

Performance Measures Definitions 2011-12

Performance Measure	Definition
1. Number of Visits to International Office Websites	Measures the hits to the website from users.
2. Local Market and Industry Intelligence Reports Generated	These include the international office contributions to articles in government, or other publications, and market intelligence reports posted on their websites.
3. Number of Meetings and Events Attended	Events (seminars, trade shows, exhibitions) that office staff attended and meetings, or telephone/video conferences, in which the office staff participated to help develop knowledge of Alberta and local businesses. This measure includes sessions with federal and international government ministries.
4. Number of Missions/ Delegations to Alberta	Includes any international business(es) that visited Alberta, with the support of the international office, to explore trade or investment opportunities.
5. Number of Companies/ Investors Participating in Missions/Delegations to Alberta	The number of international companies/potential investors involved in delegations to Alberta.
6. Number of Missions/ Delegations to the Market	Refers to any organized group of Alberta business(es) that were supported by the international office in visiting an international market in search of trade or investment opportunities. This includes active exporters and export-ready businesses and both government-led and private sector delegations.
7. Number of Alberta Companies Participating in Missions to the Market	The number of Alberta companies/potential investors involved in delegations to the market.
8. Number of Business Introductions	Refers to new business introductions between at least two companies in which there is potential for a future or continuing business relationship. These introductions include at least one Alberta company/partnering ministry and one local company/investor/government agency. Business introductions involve matchmakings between Alberta companies and international investors/companies.
9. Number of Seminars, Trade Shows and Events Sponsored/ Hosted	This includes all seminars, trade shows and events organized, sponsored or hosted by the international office.
10. Number of Negotiations and Follow-up Meetings/Calls Generated (Investment and Trade)	Refers to the follow-up business meeting/call with a potential investor, or potential trade partner, after an initial introduction by the international office. This follow-up is aimed at advancing a client's interest in Alberta and discussing ways the office can assist them with expanding their business network and finding new business partners.

Results Analysis

Variance: Actual vs. Target 2011-12:

Results reflect that the Alberta International Offices (AIOs) exceeded, or met, all of their set targets for 2011-12. Due to global economic conditions, performance targets were set conservatively for 2011-12; it was anticipated that there would be less interest in international business activities such as travel and global expansion. Furthermore, vacant manager positions in four offices, due to posting rotation, were expected to lower the number of activities for the fiscal year in each respective office.

The AIOs were able to meet and exceed targets despite these factors. In particular, results for measures eight to 10 were significantly exceeded. Although targets were set lower to account for changes in Canada-based staff, locally engaged office staff were able to maintain the prior year's activity level in these areas. This can be attributed to the offices' established local networks and contacts.

Due to a higher number of seminars, trade shows and events sponsored/hosted by the international offices, results for Number of Business Introductions and Number of Negotiations were also surpassed, as they are naturally correlated.

Performance measure targets are re-evaluated on a yearly basis and set accordingly.

Variance: 2011-12 Actual vs. 2010-11 Actual:

- Number of Visits to International Offices Website: this figure significantly decreased due to a change in the methodology of tracking website hits. International and Intergovernmental Relations is now using Google Analytics, providing a more accurate measure of actual visitors through the elimination of website hits from search engines and automated programs.
- When comparing mission-related actual performance measure results year over year, lower results are deemed to be a consequence of the international offices network staffing changes. There were a number of newly posted managing directors and vacant managing director positions over the course of the 2011-12 fiscal year.

Alberta International Offices
2011-12 Highlights

Alberta China Office (ACO)

Office Established	2000
Location	Beijing
Staff	1 GoA and 6 locally hired
CHINA - 2011	
National Population	1.3 billion (2011)
Nominal GDP	US$ 7.208 trillion (2011)
GDP/Capita	US$ 8,651 (2011)
Total Alberta Exports	C$ 3 billion (2011)
Total Investment in Canada	C$ 11 billion (2011)

DID YOU KNOW?

China is Alberta's 2nd largest trading partner with total exports reaching $3 billion in 2011. Between 2007 and 2011, Alberta's annual exports to China averaged $2.9 billion and included acyclic alcohol, canola seed and oil, sulphur, crude oil, and nickel.

With the world's largest population, China is the 2nd largest consumer and net importer of oil after the U.S.

In 2010, Canada received Approved Destination Status (ADS), making it easier for Chinese citizens to visit Canada and for Alberta's tourism industry to market tourism in China. It is anticipated that Chinese visitation to Alberta will double over the next five years.

2011-12 Highlights

Trade

- In October 2011, the ACO led a Chinese delegation of four companies to Alberta to participate in GreenBuild, the largest green building and construction show in North America. At the show, delegates were introduced to state-of-the-art green building construction technology in Canada, the latest in current market trends, and the potential for sustainable development and energy-efficient retrofits to public buildings. The ACO also facilitated the introduction of the China Green Building Council to the Canadian Green Building Council and their Alberta chapter.
- In conjunction with the China Alberta Petroleum Centre (CAPC) and the Canadian Embassy, the ACO assisted with organizing an Alberta delegation to attend the 12th China International Petroleum & Petrochemical Technology and Equipment Exhibition. A total of eight Alberta companies and three industry associations participated in the mission, displaying their products and promotional materials in individual booths in the Canadian Pavilion. Three Alberta industry associations and one company also presented at the International Petroleum Summit, showcasing leading-edge technologies and products developed in Alberta.
- In May and November 2011, the ACO partnered with Alberta Agriculture and Rural Development, Agricorp China, the Ministry of Agriculture of China and Heilongjiang Animal Husbandry Bureau to organize three workshops on dairy genetics, feed and animal nutrition in Beijing, Hohhot and Harbin. Alberta suppliers were also connected to Chinese consumers to further pursue sales opportunities and technical consultation through this strategic approach.

Investment

- The ACO assisted Alberta Sustainable Resource Development (ASRD) in organizing a mission to China in November 2011 for the 2nd China International Forest Industry Fair in YiWu City. The mission also included visits to local industries in areas surrounding Guangdong, Zhejiang and Shanghai, where the ACO introduced Alberta sawmill representatives to local distributors, manufacturers and other partners and informed them of their production capacity. The ACO also facilitated the development of methods to enhance cooperation between ASRD and the Chinese Local Forestry Bureau. The ACO then conducted follow-up activities to encourage future investment in Alberta forestry products.

Education

- The ACO facilitated the visa application process for 10 pilots from China in order for them to take part in flight training at an Alberta aviation school. Upon successful completion of one year of training in Alberta, the Chinese pilots will receive a Canadian commercial licence. This is the first group of potentially 200 pilots that will train in Alberta over the next four years.
- The ACO worked on a coordinated approach to market Alberta education opportunities in China and offer face-to-face opportunities for Alberta stakeholders to network with potential Chinese students and local partners. For example, in collaboration with Alberta Education and the Alberta Hong Kong Office, the ACO co-organized a marketing mission to Guangzhou, Shenzhen, Shenyang and Beijing. This mission included seven Study In Alberta fairs, three business-to-business sessions between local agents and Alberta school boards, and three agent training seminars. The overall success of the project was the result of collaboration, a creative approach in implementing promotional tools such as social media, and leveraging resources from strategic local partners.

"There is no doubt that without the support of the Alberta China Office, we would not have been able to arrange the visits between Beibei and our school districts. We simply would not have had the knowledge or the contacts that they have. We feel safe in our visits and are now comfortable pursuing teacher and student visits."

Barry Wowk
Superintendent,
St. Albert Public Schools

Alberta Germany Office (AGO)

Office Established	2002
Location	Munich
Staff	1 GoA, 1 locally hired
GERMANY - 2011	
National Population	81.7 million (2011)
Nominal GDP	US$ 3.2 trillion (2011)
GDP/Capita	US$ 39,234 (2011)
Total Alberta Exports	C$ 155.9 million (2011)
Total Investment in Canada	Not available

DID YOU KNOW?

Germany ranks as Alberta's 17th largest export destination. In 2011, Alberta's exports to Germany more than doubled from 2010, reaching $155.9 million.

The University of Alberta has signed an agreement to work with the German Helmholtz Association on a five-year research project about the energy and environmental challenges of the oil sands.

Alberta is twinned with the German state of Saxony.

2011-12 Highlights

Trade

- A delegation consisting of seven Alberta companies and the Alberta Livestock and Meat Agency (ALMA) participated in Anuga, the world's largest food show, to gain market intelligence and explore potential business partnering opportunities. The AGO coordinated logistics for the mission and sought out networking opportunities for the participants.
- The AGO assisted in planning and organizing a group's participation in a health and medical device mission to Paris and Germany. The group consisted of 10 leading-edge Alberta companies that took part in Medica, one of the leading medical industry trade show events in the world held annually in Germany.
- The AGO helped organize a delegation from Alberta on a mission to attend the CeBIT trade fair in Hanover, Germany in March 2012. The AGO provided support to the delegation of four Alberta ICT companies participating in the exhibit and aided them in their search to expand their business in Germany and Europe.

Education

- The AGO assisted Alberta Enterprise and Advanced Education and the University of Alberta in building relationships to support and advance the Alberta Saxony Internship Exchange program. As a result, this program has grown significantly over the past two years.
- The AGO promoted Study In Alberta opportunities at an international education fair at the Ludwig Maximillian University in Munich.

Advocacy

- In partnership with the Embassy of Canada in Berlin, the AGO helped organize an Alberta visit for the political editor of the Frankfurter Allgemeine newspaper. The visit focused on oil sands development and dynamic economic changes occurring in Alberta, resulting in two favourable articles on Alberta and the oil sands.

Culture and Sports

- The AGO facilitated the exhibition of Alberta images by photographer Frank Grisdale at Amerika Haus May to July 2011. Amerika Haus is an organization dedicated to promoting cross cultural relations between North America and Germany. This exhibition resulted in the positive profiling of Alberta in a key target market.
- The AGO arranged meetings and site visits for the City of Edmonton in Germany during the 2011 FIFA Women's World Cup. The City of Edmonton was successful in its bid to become one of the host cities for the 2015 Women's World Cup.

"I was privileged to be chosen to exhibit my photographs at Amerika Haus, an organization dedicated to promoting cross cultural relations between North America and Germany. This exhibition of Alberta images, titled Land & Sky, was organized with the extensive and essential assistance of the Alberta Germany Office, for which I am forever grateful."

Frank Grisdale
Artist

Alberta Hong Kong Office (AHKO)

Office Established	1980
Location	Hong Kong
Staff	1 GoA, 3 locally hired
HONG KONG - 2011	
National Population	7.1 million (2011)
Nominal GDP	US$ 351 billion (2011)
GDP/Capita	US$ 49,297 (2011)
Total Alberta Exports	C$ 142.2 million (2011)
Total Investment in Canada	Not available

DID YOU KNOW?

Hong Kong remains an important entry point into the Chinese market. Hong Kong importers often take Canadian products into China and sales in Hong Kong can be used to showcase Canadian products to buyers in China.

After more than 150 years of British rule, Hong Kong became a Special Administrative Region of the Peoples' Republic of China (PRC) on July 1, 1997. Hong Kong continues to enjoy a high degree of autonomy, (expected until at least 2047, 50 years after the transfer).

From 2007 to 2011, Alberta's exports to Hong Kong averaged $125 million per year and included exports of beef, plastics, electrical machinery, hides, skins and canola oil.

2011-12 Highlights

Trade

- The AHKO organized the Guangxi Energy Mission to Alberta, which included two large companies interested in establishing business ties in Alberta for coal resources, investment in coal mines, new energy, and options for clean coal technology solutions in coal fired power plants.
- The AHKO facilitated a business introduction, which led an Alberta technology company specializing in high-end positioning and navigation software, to establish a business connection with a Chinese technology company. They are currently collaborating on marketing positioning, software platforms and R&D in China's marketplace.
- The AHKO and Hong Kong Cyberport co-organized the Hong Kong ICT delegation's visit to Alberta. The delegation was comprised of 14 small and medium sized companies interested in partnering with Alberta companies in business development, market penetration, and technology collaboration in addition to applications for mobile applications, cloud computing and e-learning. This visit was successful in facilitating many business introductions between Alberta and Hong Kong companies.

Investment

- The AHKO coordinated a number of business trips to Alberta for Hong Kong company representatives interested in exploring investment opportunities in the energy sector and establishing relationships with sulphur suppliers in Alberta. Many business introductions were made, setting the stage for future business partnerships.
- In collaboration with Alberta Advanced Education and Technology, the AHKO arranged for two prominent technology commercialization experts from Hong Kong to conduct presentations in both Edmonton and Calgary. As a result, 22 Alberta companies were introduced to the Hong Kong market, leading to five non-disclosure agreements, a follow up mission to Hong Kong and China, and one official request for a business quote.

- As the result of the recommendation and facilitation of Alberta's Representative in Asia, Chinese business executives from a company based in Guangdong were invited to visit Alberta in March 2012 to pursue potential business opportunities. This visit lead to several non-disclosure agreements with Alberta energy companies in subsequent negotiations for trade and investment projects in Alberta.

- Alberta's Representative in Asia facilitated an energy sector investment seminar in Calgary, featuring senior executives from Hong Kong Exchanges and Clearing Limited. The seminar helped establish a solid link between Hong Kong and Alberta in energy financing.

Education

- The AHKO supported an Alberta Education mission to Guangdong in March 2012. Information sessions for local students and parents as well as meetings with education agents were held in the cities of Guangzhou and Shenzhen, drawing more than 200 prospective students and parents in Southern China. For the first time, promotional events were also held in the City of Shenzhen, facilitating partnership agreements between Alberta education institutions and local education agents.

"The mission of our company is to let more and more people in Asia, especially Hong Kong and China, become familiar with Calgary and Alberta—so eventually they will invest in the province. With the great assistance of the Alberta Hong Kong Office, we have extended our marketing network to reach more potential clients to bring in more investment to the economy of Alberta."

Robert Sui
General Manager,
GSL Group

Alberta Japan Office (AJO)

Office Established	1970
Location	Tokyo
Staff	1 GoA, 5 locally hired
JAPAN - 2011	
National Population	126.5 million (2011)
Nominal GDP	US$ 4.3 trillion (2011)
GDP/Capita	US$ 34,685 (2011)
Total Alberta Exports	C$ 1.8 billion (2011)
Total Investment in Canada	C$ 12.8 billion (2011)

DID YOU KNOW?

Alberta's top three exports to Japan are canola seed, coal and pork.

Japanese investment in Alberta focuses on the following sectors: forest products, energy, ICT, food processing, and tourism and hospitality.

Following the tsunami and earthquake in March 2011, Japan's reconstruction efforts are creating an increased demand for renewable energy building products and technologies. Alberta's bio-energy technology, housing and building products and services show excellent growth potential in Japan due to a need for products such as lumber, windows, doors, kitchen cabinets, mouldings, pre-packaged homes, panelized components and pre-cut lumber.

2011-12 Highlights

Trade

- The AJO facilitated the successful negotiation of a contract between an Alberta company and one of Japan's largest food-service groups to import canola oil.
- The AJO, in collaboration with Alberta Agriculture and Rural Development, participated in an agri-food event presented by a leading Japanese import/export company. The event showcased 35 companies, including three Alberta organizations, to more than 600 Japanese buyers from the restaurant and hotel business sector. The AJO also facilitated seminar opportunities connecting Alberta companies with Japanese industry executives.

Investment

- In June 2011, the AJO hosted a Japan media premier for the drama "Gaku", a production filmed almost entirely in Alberta. The production used both Alberta and Japanese film crews and brought more than $1.2 million in investment to Alberta.
- The AJO organized the Canada Alberta Unconventional Gas seminar. The program included speakers from government and the energy industry's private sector. The dynamic program attracted more than 250 key energy industry contacts interested in investing in Alberta.

Culture and Sports

- Alberta and Hokkaido have enjoyed a strong relationship that supports educational, economic, cultural and sports initiatives. The AJO participated in the 28th annual Hokkaido/Alberta Cup curling tournament held in Moseushi, Hokkaido. During the event, the AJO explored exchange programs with Hokkaido as well as arena construction opportunities for Alberta companies.

Education

- As a result of discussions organized by the AJO, an Alberta company and a Japanese company involved with the Advanced Scientific Technology & Management Research Institute of Kyoto signed an MOU in February 2012. The MOU allows for joint research and business collaboration between Alberta and Kyoto nanotech companies and academia.

"We have been working with the Alberta Japan Office to identify and network with corporations that could use our unique technology and engineering expertise. Through the AJO's extensive network and in-depth business knowledge, they have helped match us with Japanese partners that we would otherwise not have been able to find."

Francis Yuen
CEO, Baseband Technologies Inc.

Alberta Korea Office (AKO)

Office Established	1988
Location	Seoul
Staff	2 locally hired
SOUTH KOREA - 2011	
National Population	49.6 million (2011)
Nominal GDP	US$ 1.5 trillion (2011)
GDP/Capita	US$ 30,209 (2011)
Total Alberta Exports	C$ 691.7 million (2011)
Total Investment in Canada	C$ 2.8 billion (2011)

DID YOU KNOW?

South Korea is Alberta's 5th largest export destination with exports reaching $691.7 million in 2011. These exports consisted primarily of woodpulp, coal, wheat, meslin, machinery, pork, nickel and acyclic alcohol.

Pyeongchang, South Korea will host the 2018 Winter Olympics.

South Korea remains a priority market for Alberta tourism. Travel Alberta maintains an in-market representative in Seoul.

2011-12 Highlights

Trade

- The AKO initiated a promotional opportunity with one of the largest local Korean mega-store operators. This promotional endeavour included collaboration with Alberta Agriculture and Rural Development, Travel Alberta, the Embassy of Canada, Canada Brand Initiative and Agriculture Canada. The Korean operator worked with the AKO to develop programs to brand Alberta food and agriculture products in Korea in conjunction with the re-opening of the Korean market to Alberta beef products.
- The AKO worked with Alberta Environment and Sustainable Resource Development and Canada Wood Korea (CWK) to promote Alberta forestry products in Korea. This included showcasing Alberta softwood lumber and the advantages of Alberta products at the 2012 Kyunghyang Housing Show; one of the largest local housing events.

Investment

- The AKO supported a number of Korean heavy-industry companies in establishing their presence in Alberta. This included helping them set up their Alberta corporations in order to participate and invest in energy related projects.

Culture and Tourism

- The AKO organized meetings with the Embassy of Canada, Canadian Chamber of Commerce in Korea, and the Head of the Chuncheon National Museum to create an Alberta program and exhibit at the museum. As a result of these discussions, plans are currently underway for an Alberta/ Canada exhibition, which will become a part of the museum's regular programming.
- With help from the AKO, a Korean company contracted and used film production companies and locations in Calgary, to film a television commercial now airing on three major stations in Korea.
- The AKO worked jointly with Travel Alberta, creating a campaign using local celebrities to strategically promote Alberta tourism and the 100 year anniversary of the Calgary Stampede to the Korean travel market.
- Recognizing Calgary as a new gateway between Canada and Korea, the AKO, in collaboration with Travel Alberta, facilitated negotiations between the Calgary Airport Authority and Incheon Airport to create a direct flight from South Korea to Calgary.

Education

- The AKO organized and participated in the Canada Education Fair to promote Alberta's educational opportunities to Korean students and parents. The AKO provided support to the eight Alberta schools that participated in the fair.

"The assistance that the Alberta Korea Office provided to Alberta's agriculture industry was vital to the advancement and expansion of agriculture-related trade relations, exports and investment interests between Korea and Alberta.

Lana Gudmundson
Trade Development Officer – Korea and Japan, Alberta Agriculture and Rural Development

Alberta Mexico Office (AMO)

Office Established	2002
Location	Mexico City
Staff	1 GoA, 2 locally hired
MEXICO - 2011	
National Population	113.8 million (2011)
Nominal GDP	US$ 1.9 trillion (2011 est.)
GDP/Capita	US$ 17,130 (2011)
Total Alberta Exports	C$ 936 million (2011)
Total Investment in Canada	C$ 216 million (2011)

DID YOU KNOW?

Approximately 50 per cent of Mexico's population is under the age of 25.

Under NAFTA, Mexico has been one of Alberta's fastest growing export markets and has become the province's fourth largest overall trade partner.

Jalisco is known as "Mexico's Silicon Valley" thanks to a high concentration of high-tech and computer manufacturing plants, including Hewlett-Packard, Siemens and IBM. Jalisco is also Mexico's largest agricultural producer.

2011-12 Highlights

Trade

- The AMO was involved in an Alberta Agriculture and Rural Development mission to Mexico. The delegation included five Alberta companies that participated in Sample Canada, an event connecting companies to major Mexican buyers and distributors. As a result, three of the Alberta agri-food companies on the mission are presently in negotiations with local buyers to enter the Mexican market.
- The AMO worked with Alberta Agriculture and Rural Development and the Canadian Consulate in Los Angeles to organize a Taste of Canada event, showcasing ready-to-export food products from Alberta

companies interested in U.S. and Mexican markets. The AMO recruited four Mexican companies to attend the event and introduced them to potential Alberta partners. Negotiations are currently underway to explore future business opportunities with the Mexican companies.

- The AMO organized a trade mission for Alberta oil and gas service companies participating in Congreso Mexicano del Petroleo, the largest oil and gas trade show and conference in Mexico. The AMO arranged a program that resulted in several Alberta companies pursuing business opportunities in Mexico.
- The AMO assisted a private Alberta engineering company looking to establish a large office in Mexico. The office could potentially employ up to 500 Mexican engineers in a staged process, increasing the company's capacity to work on Alberta heavy oil and oil sands projects.
- The AMO helped an Alberta company in the health industry execute a mission to Guadalajara. As a result, company representatives announced they will open an office in Guadalajara with a first year investment of half a million dollars. The office will employ 10 people during this first stage and will likely penetrate the Mexican market quickly. The AMO will continue to provide the company with access to contacts and necessary information to help move their plans forward in Mexico. This outward investment will ultimately assist the Alberta company in growing their exports to Mexico and Latin America.

Labour Attraction

- The AMO assisted an Alberta company that came to Jalisco to hold a recruitment fair for temporary workers. The fair helped the company recruit 54 temporary workers from Jalisco who arrived in Alberta in 2012.

Education

- Alberta Education, in cooperation with the AMO, organized a mission to Mexico as part of the Imagine Canada Fair. The mission included 17 Alberta schools and universities that promoted Alberta's education system.

"The Alberta Mexico Office, including its highly skilled and dedicated staff, plays an integral part in assisting oil and gas supply and service companies gain business in Mexico. The AMO staff is able to provide in-depth high quality market intelligence and essential on–the-ground business contacts. All of this is critical to the success of Alberta business in Mexico."

Gerry Belyk
Vice President, Canadian Heavy Oil Association (and EIT Canada Ltd.)

Alberta Shanghai Office (ASO)

Office Established	2010
Location	Shanghai
Staff	1 locally hired
CHINA - 2011	
National Population	1.3 billion (2011)
Nominal GDP	US$ 7.208 trillion (2011)
GDP/Capita	US$ 8,651 (2011)
Total Alberta Exports	C$ 3 billion (2011)
Total Investment in Canada	C$ 11 billion (2011)

DID YOU KNOW?

The Alberta Shanghai Office is the newest in Alberta's network of international offices, opening in May 2010.

Shanghai is one of the most developed cities in China.

The ASO is shared with British Columbia and Saskatchewan as part of the New West Partnership agreement. The agreement outlines a commitment to collaborate on cost-effective international initiatives, including sharing resources in international markets to better position western Canada as the hub of economic activity for Asian markets.

2011-12 Highlights

Trade

- The ASO obtained valuable information for Alberta companies on new trends in clean-technology, ICT and the energy sectors in China. The office worked to enhance the value-added export development services of the Alberta China Office and to provide potential partners for Alberta businesses.
- The ASO helped a Calgary based software development company partner in a joint venture with a Shanghai company to provide e-health solutions to a number of hospitals in Shanghai and Hangzhou.

Investment

- Alberta Enterprise and Advanced Education and the ASO coordinated a mission to Shanghai to explore new investment and partnering opportunities for Alberta industry with China based venture capital funds and companies. The companies on the mission also met with the Jiangsu Ministry of Science and Technology, which is interested in funding joint projects and is considering signing an MOU with Alberta.
- In coordination with British Columbia and Saskatchewan, the ASO organized an investment seminar that attracted 25 strategic and financial investors in Shanghai. The event was organized to promote investment in western Canada's oil and gas and natural resource industries.

Education

- The ASO developed a three-day program with government regulatory bodies and educational institutions with the purpose of building new international student partnerships with Chinese polytechnic universities. Additionally, the ASO assisted NAIT with establishing a new branding presence in the eastern China region (Shanghai, Jiangsu and Zhejiang).

Alberta Taiwan Office (ATO)

Office Established	1988
Location	Taipei
Staff	2 locally hired
TAIWAN - 2011	
National Population	23.2 million (2011)
Nominal GDP	US$ 898.9 billion (2011)
GDP/Capita	US$ 38,783 (2011)
Total Alberta Exports	C$ 187.7 million (2011)
Total Investment in Canada	C$ 134 million (2011)

DID YOU KNOW?

Alberta has maintained a presence in Taipei since 1988. The Alberta Taiwan Office is co-located with the Canadian Trade Office in Taipei.

In 2010, Canada granted Taiwan a tourist visa waiver. Taiwanese visitors to Canada no longer require visitor visas, reducing bureaucracy for travelers and potentially making Canada more attractive to visitors.

In May 2011, Taiwanese President Ma set a goal for biotechnology to become one of Taiwan's leading high-technology industries –"the star industry of the 21st century".

2011-12 Highlights

Trade

- The ATO was responsible for arranging business introductions between Alberta companies and Taiwan organizations, which has led to both a joint project in the life sciences sector and an export contract for Alberta oats.
- The ATO organized several major trade shows in Taiwan as platforms for Alberta companies to promote their products and technologies and meet with regional visitors and potential business partners from Taiwan. This resulted in a buyer from Malaysia placing business orders for Alberta's honey-based products.
- During Computex Taipei 2011, the ATO coordinated an ICT business seminar that provided an Alberta company with a forum to strengthen its business relations with a key client.

Investment

- The ATO worked with the Canadian Trade Office and the Taiwan Venture Capital Association to co-organize the Canada-Taiwan Medical Device Financing & Strategic Partnering Conference in Taipei. The event included presentations from five Alberta companies and was attended by 40 local organizations looking for potential business partners.

- *The Borderless World* is a program introducing different parts of the world to Taiwanese audiences. The ATO worked with reporters to increase local awareness about the Alberta economy, culture and tourism and highlight Alberta attractions such as West Edmonton Mall, the Waste Management Center, Highmark Renewables, Drumheller, Royal Tyrrell Museum, Banff and Smithbilt Hats. Interviews were also conducted with the Canadian Association of Petroleum Producers, Enbridge and Calgary Economic Development.

- The ATO partnered with the Public Construction Commission in Taipei to co-organize the Canada-Taiwan PPP Infrastructure Conference. The conference included a presentation from the Municipality of Okotoks that showcased the Drake Landing Solar Community (DLSC) Project. This project is the first of its kind in North America and has successfully integrated energy efficient Canadian technologies with solar energy. Additionally, the ATO assisted the Municipality of Okotoks in a visit to the Wennan Eco Community of Tainan, where a MOU regarding an eco-community alliance was signed.

"Our company has particularly close ties with IT companies in Taiwan and with the Alberta Taiwan Office which has always been supportive of us. We really appreciate the effort they put into setting up meetings and supporting Alberta companies like ours at Computex. Their technology showcase event was an excellent way to network with potential local partners."

Daniel Griffin
VP Multiplied Computing

Alberta United Kingdom Office (AUKO)

Office Established	2003
Location	London
Staff	1 GoA, 2 locally hired
UNITED KINGDOM - 2011	
National Population	62.7 million (2011)
Nominal GDP	US$ 2.31 trillion (2011 est.)
GDP/Capita	US$ 36,825 (2011 est.)
Total Alberta Exports	C$ 138.5 million (2011)
Total Investment in Canada	C$ 38.9 billion (2011)

DID YOU KNOW?

London is the European centre for finance and investment, and the AUKO plays an important role in ensuring accurate and balanced messaging is delivered to key European stakeholders and influencers regarding oil sands development.

London is the headquarters for major oil sands investors including BP and Shell.

From 2007 to 2011, Alberta's exports to the UK averaged CAD $183 million per year, consisting mainly of wheat, machinery and precision instruments.

The UK was Canada's 3rd largest source of foreign direct investment in 2011, reaching $38.9 billion.

2011-12 Highlights

Advocacy

- The AUKO assisted in the development of a program supporting Minister Dallas' December 2011 mission to London and Paris to meet with industry stakeholders in the energy sector and engage media outlets to promote Alberta. While in London, Minister Dallas met with the UK Department of Energy and Climate Change. In Paris, he met with companies to discuss the strength of the Alberta economy, investment opportunities and European supply chain implications of the Fuel Quality Directive.
- The AUKO participated in 196 meetings and networking sessions with government and other stakeholder groups to promote Alberta and represent the province's commercial interests.
- As a result of the AUKO's advocacy work focussed on the Alberta oil sands and sustainable resource development, increased awareness along with balanced, fact-based discussions and reporting were achieved.

- The AUKO attended the Oil Council's World Assembly, the world's leading international conference and networking forum for senior executives in global energy, finance and investment communities. Over 900 oil and gas executives attended this event, which allowed the AUKO to expand on their network of contacts and follow-up with the Oil Council executive to determine how to positively profile Alberta at Oil Council events in Europe, North America and potentially Latin America.

- The AUKO was a participant on the Pan European Oil Sands Team and assisted in the coordination of a series of stakeholder and policy maker sessions in Brussels and London on European crude lifecycle emissions analysis. These events gave EU and UK policy makers and stakeholders a more balanced perspective on Alberta's sustainable resource development.

Education

- The AUKO initiated and facilitated discussions between three Alberta medical universities and the University of Oxford Medical School on the subjects of diabetes, neuroscience and behavioural science research. As a result, academic collaboration, faculty and graduate exchanges were discussed and follow up steps for expanding collaboration were established.
- As a result of the AUKO establishing an open dialogue between the medical universities of Alberta and Oxford medical schools, further cooperation activities have occurred. Oxford speakers have been participating in a diabetes islet workshop at the University of Alberta, and the University of Alberta is working with Oxford to identify a visiting clinical fellowship.

"On behalf of Clinisys management, we would like to thank, and appreciate the support we received from the Alberta UK Office. For an Alberta based upcoming and innovative life sciences technology firm like ours, the international business support provided by the Alberta UK Office has been vital."

Mehadi Sayed
President and CEO,
Clinisys EMR Inc.

Alberta Washington Office (AWO)

Office Established	2004
Location	Washington, D.C.
Staff	3 GoA, 1 locally hired
UNITED STATES - 2011	
National Population	311.8 million (2011)
Nominal GDP	US$ 15 trillion (2011)
GDP/Capita	US$ 48,409 (2011)
Total Alberta Exports	C$ 80.6 billion (2011)
Total Investment in Canada	C$ 326 billion (2011)

DID YOU KNOW?

Since it officially opened in 2005, the Alberta Office in Washington, D.C. has been co-located in the Canadian Embassy; the only embassy located along the Inaugural Parade route which leads from the U.S. Capitol to the White House.

In 2011, the University of Calgary competed in the U.S. Department of Energy's Solar Decathlon held in central Washington, D.C. The team's entry was designed in partnership with the native communities of Treaty 7.

Alberta is the only province currently co-located in the Canadian Embassy in Washington D.C.

2011-12 Highlights

Advocacy

- The Alberta office in Washington, D.C. has been intimately involved in a variety of activities to strengthen and expand Alberta's market access to the United States; the province's largest and most critical trading partner. The office played an integral role in preparing Alberta officials appearing before Congress during committee hearings and represented Alberta at a variety of events in Washington, D.C. and throughout the U.S., including the annual meeting of the National Governors' Association. The AWO also provided Alberta officials with information to guide the development of plans and strategies for U.S. advocacy.

- Over the course of the year, the Alberta office in Washington, D.C. planned three Premier's missions and six ministerial missions. The AWO also assisted with numerous visits of senior Alberta officials from both the private and public sectors. During Premier Redford's two missions to Washington, D.C. and New York City, the office secured a meeting with the Speaker of the U.S. House of Representatives and arranged for a meeting with the Chair of the Democratic National Committee.

- The AWO sought to increase U.S. decision makers' understanding of Alberta by inviting them to experience the province first-hand. Over the course of the year, the office arranged visits to Alberta for U.S. Members of Congress, U.S. State Legislators, Congressional Staff and representatives from the Washington, D.C. think-tank community.

"With help from the Washington Office, the NREE MBA students from the University of Alberta were able to meet and engage in discussions with a wide array of influential people in America's capital city. Without the support and assistance provided by the Alberta Office in Washington and their staff, the MBA class would not have had the opportunity to meet with either the quantity or quality of people and groups that they were able to."

Richard Dixon
Executive Director, Alberta School of Business

APPENDIX 1:

Budget Information 2011-12

Alberta's International Offices Budget vs. Actual Comparison
(in thousands of dollars)

April 1, 2011 – March 31, 2012

Office	Budget 2011-12	Actual Expenses 2011-12	Variance (under)/over	Variance by %
Alberta China Office	787	781	(6)	-1%
Alberta Germany Office	539	518	(21)	-4%
Alberta Hong Kong Office	327	285	(42)	-13%
Alberta Japan Office	1,235	1,046	(189)	-11%
Alberta Korea Office	235	302	67	28%[1]
Alberta Mexico Office	610	582	(28)	-5%
Alberta Shanghai Office	125	114	(11)	-9%
Alberta Taiwan Office	238	253	15	6%
Alberta United Kingdom Office	794	728	(66)	-8%
Alberta Washington Office	1,154	851	(303)	-28%[2]
Asia Representative	0	212	212	N/A[3]
Total All Offices[4]	**6,044**	**5,672**	**-372**	**-6%**

[1] Variance is primarily due to final co-location costs being higher than originally estimated.

[2] Variance is primarily due to an Alberta Representative position that remained vacant for eight months.

[3] The Asia Representative was appointed in October 2011. Funding for this position had not been accounted for in the 2011-2012 fiscal budget, however sufficient money was found within the existing AIO's budgets to cover the new costs.

[4] International Offices actual figures were rounded to the nearest thousand.

Alberta's International Offices

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